Government Efficiency and Accountability Review (GEAR)

GEAR25 Board Meeting

September 15th 2021

https://GEAR.Delaware.gov/

Agenda

30 min

1. Introductions / Roll call
2. Old Business
   - Review/approve minutes
   - 2021 Schedule
3. New Business

90 min

4. Deep Dives
   1. Enterprise Services Delivery
   2. GEAR Field Team
5. Open Topics discussion – Board
6. Public Comment
7. Adjourn

2

Introductions

Roll Call

Old Business

Review/Approve Minutes from Prior Board meeting

*Final draft version sent to Board for review **September 10th, 2021***

Old Business

2021 GEAR Board Schedule

Month	Date & Time	Location and/or Virtual
~~January~~	~~Weds, 1/13 at 10 am~~	~~Haslet~~
~~March~~	~~Tues, 3/16 at 10am~~	~~Carvel~~
~~May~~	~~Weds, 5/19 at 10am~~	~~Haslet~~
~~July~~	~~Tues, 7/13 at 10am~~	~~Carvel~~
September	**Weds, 9/15 at 10am**	**Carvel**
November	Tues, 11/16 at 10am	Carvel

New Business

- 2021 GEAR Board meeting format update

  – Enterprise Services Delivery

  – GEAR Field Team

- GEAR Continuous Improvement Practitioner (CIP) training program call for candidates

- GEAR Annual Report

- Ready in 6 (Ri6) progress (Ernie Dianastasis)

GEAR Annual Report

- Fifth annual GEAR report to be published in December

- Describes our continuous improvement achievements, and recommendations, for the Governor

- Emphasis is on <u>quantifiable</u> outcomes

- Narratives needed from all Board member agencies

2021 Schedule

Sept-Oct	Meet with agencies to review content contributions
Nov 9th	Draft completed, Board reviews
Nov 16th	GEAR Board review/approval
Nov 19th	Final comments due from Board
Nov 22nd	Final version mailed to Board
Dec 1st	Report posted on GEAR website
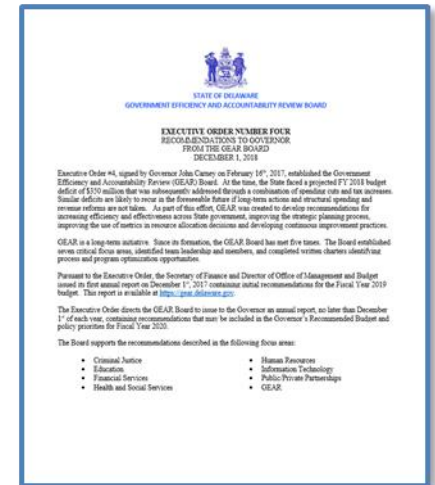
GEAR Annual Report

Each activity submitted needs to include:

1. A short narrative, 3-5 paragraphs in length, that describe the:
   - Problem addressed
   - Proposed solution
   - Actual solution (if different)
   - Results described and quantified

2. A concise one paragraph description that can be read as a talking point, and can included within the executive summary section of report

GEAR Annual Report

Examples of Quantification

- Before vs After:
  - Total cost of operation
  - People time/hours or involved people count
  - Complexity reduction/simplification
  - Reduction in number process steps
  - Quality of service metrics
  - Velocity of process
  - Project management methodologies used to deliver project on time, on budget
  - Customer satisfaction
  - Reduction in errors
  - Return on investment
  - Fixed cost reduction
  - Top line growth
  - Increased competitive advantage
  - Asset reutilization
  - Raw materials volume or cost

Deep Dives

Ready in 6 Update

Deep Dives

Enterprise Services Delivery Team

Overview

- Many of the Financial Services Delivery Team projects are well underway or moving to completion, new items coming to our attention are enterprise wide in scope.

- Consolidated the GEAR teams with enterprise-wide activities into one team: Financial Services Delivery Team, Human Resources Delivery and IT Efficiency.

- Consolidated team to identify enterprise needs, solutions to meet the needs, and resources to implement solutions.

- GEAR ESD not looking to take over projects, but to serve as forum to look at how State entities can do things better, collaborate on ideas, and identify resources to support ideas and projects.

Opportunities

- Potential areas for project development (where finance, human resources and information technology overlap):
  - Enterprise-wide computer systems
  - State employee training (platforms and courses)
  - Central State land inventory database
  - Centralized core services (human resources, information technology underway)
  - Virtual meeting platforms and policies

Planning Upgrade/Replacement Computer Systems

- Long-term: Planning for the upgrade and/or replacement of enterprise-wide computer systems (e.g., FSF, PHRST, IRAS). Systems to be migrated to the Cloud in a few years and replaced by the end of the decade.

  – Invite DHR to participate in a working group that already includes OMB, DOF, and DTI. Group meets regularly regarding the significant investment in FSF and PHRST.

  – Oracle is currently estimating the costs of moving FSF and PHRST into the Cloud. Also underway is an assessment of readiness for conversion to the Cloud.

  – DTI looking at contracts and engaging third-party experts (e.g. Gartner) to help State look at all the options, customizations and infrastructure (the lift of systems to the Cloud is as heavy as changing providers).

  – Keep a running list of FSF and PHRST customizations so they are understood and can use GEAR to look at process improvements to refine, reduce or remove them.

  – Bring the sponsors together to discuss options, customizations, infrastructure and costs and begin looking at fiscal resources and savings opportunities for system migrations and/or replacement.

Document Management

- Short-term: Make document signing processes more efficient for faster turn around time for signing, sending, storing and retrieval.

    – Going to a document signing/management process is a "no-brainer" given the high costs of paper, ink, time to scan and send, use of time of high-level positions. Makes most sense for documents needing multiple signatures.

    – DTI sponsoring an initial pilot project, DelSign, initial cost $386,000 for 165,000 transactions ($2.34 per transaction) for three-year pilot period. Agencies using this, or another system, include OPEN, DHSS, and DNREC.

    – GEAR will work with DTI and other agencies to identify high frequency, high irritation document signing processes, as well as look at which documents need to be signed or not, then catalog, prioritize, improve or remove them.

Coronavirus Funding Tracking/Transparency

- Short-term: Coronavirus federal funding estimated allocation and spending reporting. Seeking to support a searchable way of tracking allocations to and payments by Delaware's state and local governments.

  – Coronavirus Relief Fund (CRF) dollars tracked at OGOV/DOF COVID-19 Relief and Support. Tracking leveraged with the on-line checkbook, Socrata reporting tool and FSF data to publicly disclose spending information for these funds.

  – American Rescue Plan Act (ARPA) funds tracked by Auditor of Accounts Gray Fox Initiative. Using OpenGov local governments will enter their data once a week, school districts and State agencies will pull their data from FSF and then enter it.

  – Most of the CRF funds have been spent so more time and attention will be given to ARPA fund reporting (deadline for spending is three years out). Ideally, we can automate the reporting process so it is less labor intensive.

Other Projects Underway

- Other current enterprise-wide projects being undertaken by GEAR ESD entities (see project portfolio spreadsheet):
  - Integrated Revenue Administration System (IRAS) (DOF)
  - Centralized State Land Inventory Database (OMB/OSPC)
  - Data Integration/GIS Coordination (OMB/OSPC)
  - Internal Controls (AOA)
  - Targeted Real Estate Lease Renegotiation (OMB/DFM)
  - Still addressing several finance processes and government accountability

- Next meeting October 19th, 2021 (hybrid virtual/in-person)

Deep Dive

Banking Architecture/Digital Government

Banking Architecture/Digital Government

Overview

- OST provides the State with transaction and cash management services ensuring sound fiscal stewardship over financial assets, systems, and processes

- A comprehensive review of the statewide banking architecture identified opportunities for improvement, including:

  - Operational efficiency

  - Risk reduction

  - Improved customer service

  - Cost savings / Enhanced earnings

- Based on the results of the banking study, the CMPB approved amending the banking architecture and issuing a comprehensive banking services RFP and a separate local banking RFP. Phase three of this initiative is in progress with a separate digital government RFP which launched in October 2020 as a DTI/OST/DOF/DELDOT/DOS partnership
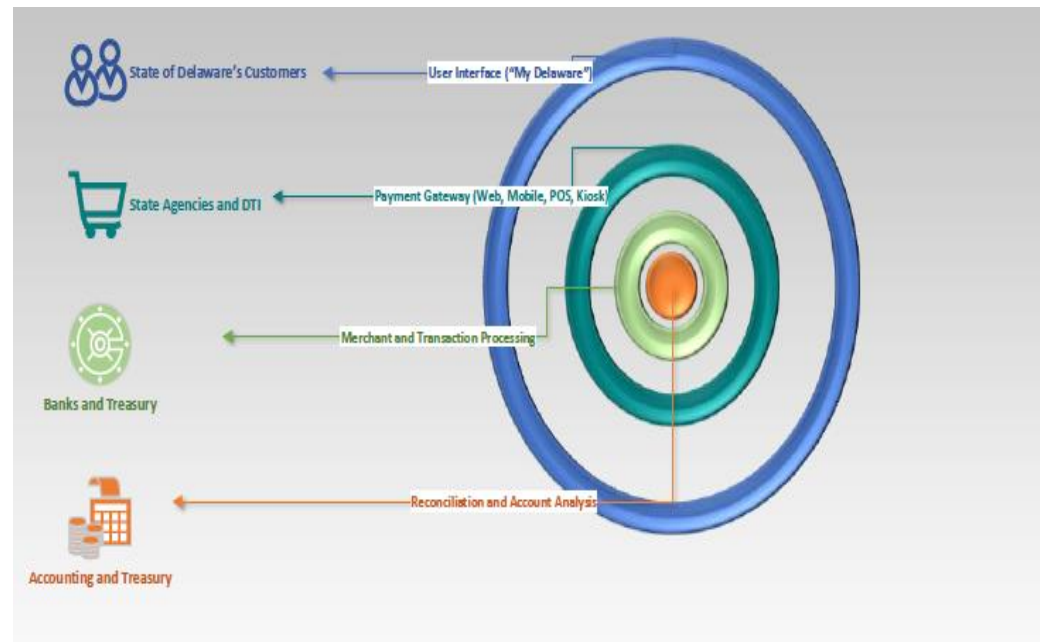
Banking Architecture/Digital Government

In Progress

- Executed banking services contract with JPMorgan Chase (JPMC) for electronic collections, disbursements, check printing and lockbox services

- Office of Pensions scheduled to transition this month. Remaining account closures to be completed by calendar year end

- Transitioned DOL Unemployment Insurance and DHSS Child Support Services to new Stored Value Card Vendor, US Bank, in 2020 (DSCYF Foster Care to transition this fall)

- Local Banking (over-the-counter) Agreements finalized with M & T, TD, and Citizens Banks with agency transitions occurring

- Payment Card Industry Data Security Standards (PCI DSS) project in progress through a DTI and CampusGuard (vendor) partnership – statewide merchant compliance due by end of March 2022

- Digital government RFP – Fiserv recommended to award contract for merchant processing, payment gateway and account reconciliation components – web/app design component remains under review

Banking Architecture/Digital Government

Next Steps

- Complete transition of general banking services to JPMC (12 out of 13 milestones met with Pensions slated to finalize the migration near the beginning of October '21)

- Complete transition of local banking services to M & T, TD, and Citizens

- Award digital government contracts and begin project implementation for all four components

Banking Architecture/Digital Government

Challenges

- Complex and long-term statewide implementation requires additional OST resources with significant project management, technical, and banking experience

- Sustained participation of subject matter experts from State organizations is needed throughout the project lifecycle

- Improving banking behaviors and product usage may require training, education, and/or policy changes

- Expansion of Treasury's role in the digital government space is warranted, yet will continue to place a demand on resources as we transition from the large-scale banking project to another large-scale initiative within a year

- Failure to meet PCI DSS standards annually could result in fines/penalties to state agencies from the credit card brands

Banking Architecture/Digital Government

GEAR Board Requests

- Create awareness and promote the benefits within your respective agencies

- Consider the impacts of the digital government initiative on your agency and plan accordingly (i.e., systems, staffing, processes)

- Identify agency resources to serve as subject matter experts and project liaisons

- Ensure all current and future accounts are opened in accordance with the Division of Accounting's Budget and Accounting Policy Manual (BAM)

- Prevent agencies from entering into separate banking and merchant system agreements, as all service arrangements are centralized through OST

- Please contact Daniel.madrid@delaware.gov with any questions or concerns

Deep Dive

Human Resources Services Delivery

COVID-19 Vaccination and Testing Certification

"There's no better way to protect our most vulnerable neighbors from this virus than getting the COVID-19 vaccine."

Governor Carney

COVID-19 Vaccination and Testing Certification

Overview

- On August 12, 2021, Governor Carney announced State employees will be required to provide proof of vaccination or undergo regular testing to help prevent the transmission of COVID-19.

- By September 30, employees must either certify their vaccination status or begin weekly testing.

- New employees must certify their vaccination status or begin weekly testing within one week of employment.

- Full vaccination is defined as two weeks following a single-dose vaccine or two weeks following the 2nd dose of a two-dose vaccine.

- Medical and religious exemptions will be considered for accommodations. Medical information is kept in a confidential medical file.

- COVID-19 test kits will be made available from agencies on a first come first served basis.

- Employees will be randomly selected to show proof of vaccination or testing.

COVID-19 Vaccination and Testing Updates for Long-Term Care Facilities, Health Care Facilities, and State Employees

Governor John Carney | Office of the Governor | Date Posted: Thursday, August 12, 2021
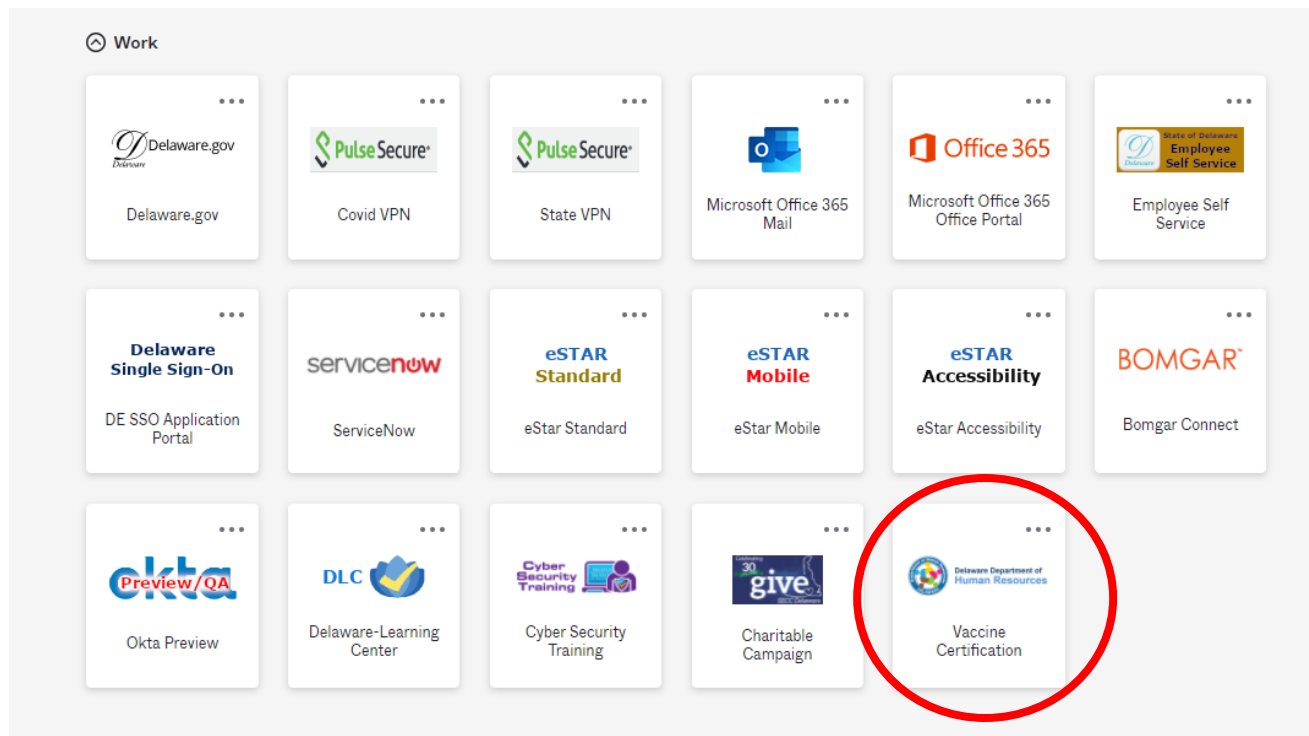
Listen
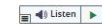
de.gov/covidvaccine

COVID-19 Vaccination and Testing Certification

Progress

- Created electronic vaccination and testing certification process
- Tile integrated into ID.Delaware.Gov (https://id.delaware.gov).

Special thank you to the Department of Technology and Information (DTI) for their partnership in creating the electronic vaccination and testing certification sites, the tile in ID.Delaware.gov, and the tracking data using Power BI.

COVID-19 Vaccination and Testing Certification

Progress

- User guide created to walk employees through the process.
- Policy with procedures developed.
- Frequently asked questions available.

COVID-19 Vaccination and Testing Certification

Progress

- DHR website (https://dhr.Delaware.gov) updated with resources for employees.

Special thank you to the Office of Management and Budget/IT for their assistance in updating the Department of Human Resources website.

COVID-19 Vaccination and Testing Certification

Next Steps

- Employees in each agency will be randomly selected weekly to show proof of vaccination or testing.

- Testing certification starts September 30 for the previous week.

- Test kits will be available at employees State work site on a first come first served basis.

- Employees may test during their working hours.

- Non-Executive branches may adopt the vaccination and testing policy and process

COVID-19 Vaccination and Testing Certification

Next Steps

- Track status of vaccinations and testing.
- Incorporate requirements into new employee hiring practices.
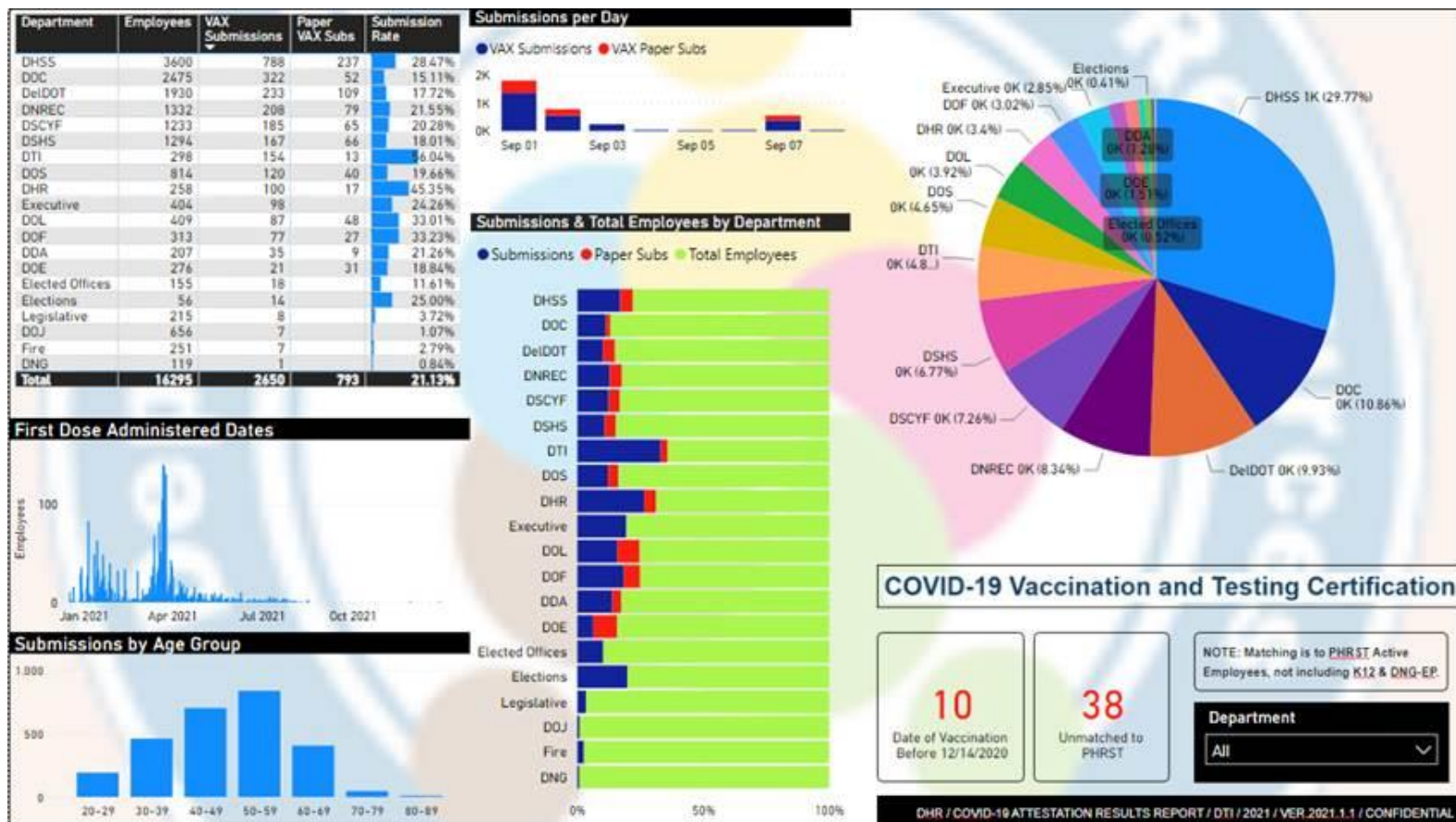
COVID-19 Vaccination and Testing Certification

Challenges

- Employees without access to ID.Delaware.gov or without state email addresses must complete paper forms.

- Number of employees with access to ID.Delaware.gov completing paper forms.

- Incomplete forms *(missing names, signatures, and mismatched vaccination dates).*

- Volume of quality control and manual entry of paper forms - DHR hired a temporary casual seasonal employee.

COVID-19 Vaccination and Testing Certification

GEAR Board Requests

- Encourage your staff to get vaccinated.

- Encourage staff to complete the electronic vaccination/testing certification using ID.Delaware.Gov (https://id.delaware.gov).

DTI SHARED SERVICES COST MODEL
GEAR PRESENTATION
September 15, 2021

Centralization Today

Secure End User Services Package		Agency A	Agency B	Agency C
Service	**Description**			
END USER PKG	**One rate to cover multiple services**			
Service Desk	24/7 Technical Support (Service Desk, NOC) Incident support	Partial	Not Centralized	Centralized
Desktop Support (EDL)	Desktop, Printer support	Not Centralized	Not Centralized	Centralized
Network Services	LAN, WAN, Data	Not Centralized	Partial	Centralized
Voice Services	EVS, Conferencing, Messaging	Centralized	Centralized	Centralized
Email and Collaboration Services	Email, Calendars, Email Encryption, Enterprise Fax Service	Centralized	Centralized	Centralized
File Storage Services	Home Drive and File Shares	Not Centralized	Not Centralized	Centralized
Security Services	Access Identity Management, Network/Endpoint Security	Partial	Partial	Centralized

Centralization Tomorrow

Security — Cyber security is an <u>obligation</u> for everyone; it's nonnegotiable

- We must secure the network for the enterprise; any deviation from that responsibility puts all of us at risk
- Support of in-office, remote, hybrid and brokered work environments = increased external entry to state systems

Compliance & Support — Standardization, base level equity, SLA, interoperability between agency apps, locations, etc.

Efficiency — Leverage contracts, consolidation, aggregate spend, and automation

SEUS Options	
SEUS	Centralized delivery of IT services
Core	Agency receives core services from DTI while retaining responsibility for administering select services; must comply with all security standards (MOU)
Opt Out (Liability)	Removal from state network

Security End User Services Includes:

Statewide Service Desk ◆ Enterprise Desktop LAN Support ◆ Network & Connectivity ❖ Voice ◆ Email & Collaboration Support Services ◆ Security Suite ◆ Devices & Add-Ons

SEUS Requires A Sustainable Business Model

- **Right-size staff and services for enterprise consumption**

- **Reallocate all in-scope positions to DTI**

- **Standardize how we charge consumption-based costs**

- **Bill agency by service, not individual personnel position**

- **Apply current rates to IT services after *no rate change in 10 years***

- **Sunset service agreements and disparate costs**

- **Stabilize General Fund when utilization changes**

- **Cyclical IT investment and rate setting**
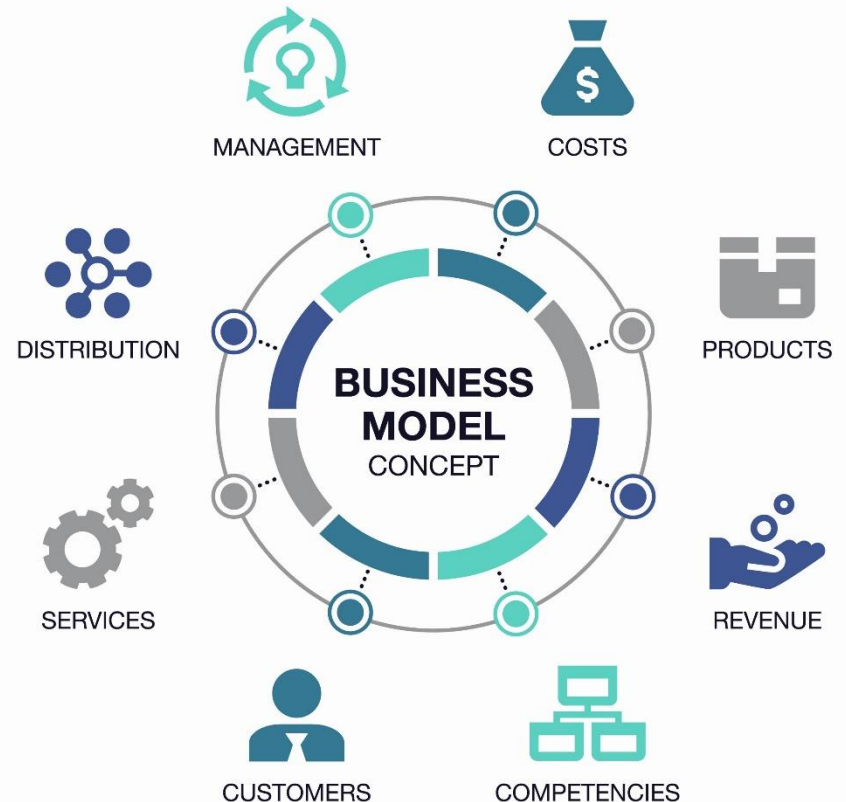
IT Spend Average

IT Spending per Employee ($000 USD)
Government — State and Local

| | = Range | | = Median | | = Interquartile Range |

$4.0 $6.5 $12.7 $30.3

$8.4

YoY Trend

2016	2017	2018	2019	2020	2021*
$7.0	$7.2	$7.6	$7.5	$8.4	$8.4
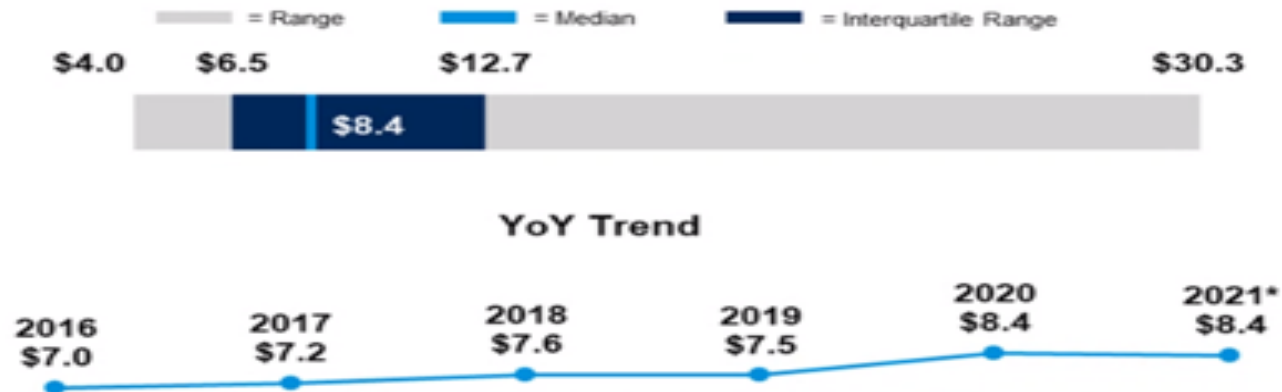
Breakouts by Operating Budget Size

Under $250M	$250M - $500M	$500M - $1B	$1B - $10B	$10B+
$8.9	$9.5	$6.8	$8.5	N/A

Source: Gartner (2020)
* Projected figure, based upon projected 2021 IT spending provided by Gartner clients.
ID: 737601

Gartner

State and Local Government Average $8,400/Year

IT Service-Based Cost Model

IT Service Cost Recovery Cycle

Budget	**DTI Budget**						**Agency Budget**

Cost Model

| **Cost Model** | Direct Costs / Allocated Costs / Forecasted Costs → TOTAL Service Cost | **Billable Cost** / Nonbillable Cost | **IT Svc Billing** = Svc Rate x Svc Consumed | **FSF** Agency = Expense / DTI = Revenue |

DTI GF Expense

Svc Tower	VServer	Mainframe	Email O365+	Desktop Support	AD&S	Licensing	etc.
Svc Catalog	Catalog Svc 1 Catalog Svc 2 Catalog Svc 3 ...	Catalog Svc 1 Catalog Svc 2 Catalog Svc 3 ...	Catalog Svc 1 Catalog Svc 2 Catalog Svc 3 ...	Catalog Svc 1 Catalog Svc 2 Catalog Svc 3 ...	Catalog Svc 1 Catalog Svc 2 Catalog Svc 3 ...	Catalog Svc 1 Catalog Svc 2 Catalog Svc 3 ...	Catalog Svc 1 Catalog Svc 2 Catalog Svc 3 ...

Service Consumption Lifecycle

Collaborative review of required IT investments for next fiscal year

Projection of target consumption and new service

Final IT investments and budget review

Final 'FY consumption numbers due

Review and sign annual partner agreement

Delaware Budget Cycle

AUGUST
Door Openers Due: Agencies submit items to OMB for consideration.

SEPTEMBER
Target Meetings: OMB meets with agencies to identify spending plans that are consistent with available resources.

OCTOBER
Budget Requests: Agencies submit proposed spending plans to OMB.

NOVEMBER
Public Hearings: OMB holds hearings at which agencies explain and justify their requests. Citizens and the press attend.

JANUARY
The Governor submits his/her recommended budget to the General Assembly.

FEBRUARY - MARCH
Joint Finance Committee (JFC) Hearings: Committee members consider the Governor's Recommended Operating Budget through a public hearing process.

APRIL - MAY
Mark-up: JFC goes through the Governor's Recommended Budget and makes adjustments.
Bond Bill Committee Hearings: Committee members consider the Governor's Recommended Bond and Capital Improvement Act.

JUNE
Typically passed on June 30, the "final" budgets (Operating, Bond and Capital Improvement Act and Grants-in-Aid) for the next fiscal year are adopted.

JULY
New Fiscal Year Starts. The Office of Management and Budget (OMB) provides agencies with instructions regarding development of next budget.

Goal & Partner Experience

Each agency will have its own customized dashboard experience to view real-time metrics (*sample/example below*):

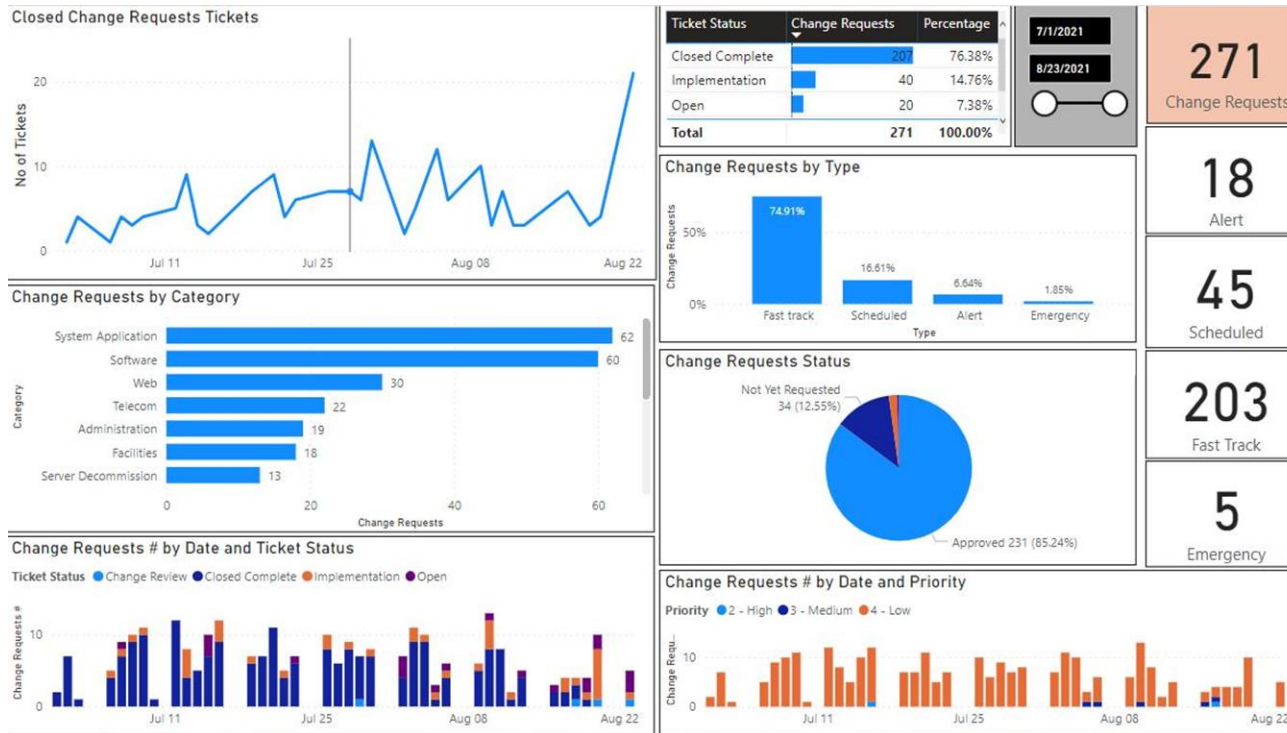| Security Services	Measure
Single Sign-On	Authentications
Access provisioning services	Account provisioned
End Point Protection	# of endpoints protected by agency
Threat Monitoring	Threat events flagged, blocked by agency
Log management	Log volume by agency
Compliance Scans	# scans performed by period, findings
Compliance & Audit coordination	# controls assessed, # of findings
End User environment Pen Testing	# of tests per X frequency
Secure Remote Access (VPN)	# accounts provisioned
Secure Remote Access (VPN)	Connections over X period
End user asset Vulnerability Scanning	# of risks identified
End user asset Vulnerability Scanning	# assets scanned
Core firewall with intrusion protection	# of blocked traffic
Business continuity planning	# of divisions
Online cyber training & phishing exercise	# people trained
Online cyber training & phishing exercise	# phish reported phishes
Online cyber training & phishing exercise	# phishes opened
Online cyber training & phishing exercise	# phishes clicked
Online cyber training & phishing exercise	# phishes attachments opened (per year)
Email security	# of phishing blocked
Email security	# of phishing detected

Email & Collaboration	Measure
O365, Collaboration Service	Adoption Rate
Usage	Usage

Data Center Infrastructure	Measure
Up-time	99.8% up-time
Usage	Nightly back-ups (or per contract)
Usage	Hosting usage data

Network Infrastructure	Measure
Up-time	99.96% up-time

Voice	Measure
ServiceNow resolution of 3-5 days	MTTR
Up-time	99.96% up-time
Devices consumed	# switches & routers by agency

Service Desk	Measure
ASA (Avg Speed of Answer)	60 seconds
Call Volume	NA
Email Volume	NA
Ticket Volume (Incident vs Request)	NA
Customer Survey	3.5
Contact Distribution Self Service Tickets	30% (Present this as Marketing to customers)
First Tier Resolution Rate	50%
MTTR - Meant Time to Resolution	90% documented of Severity SLA
Incidents by Agency	Number of Incident tickets by ITC Agency
MTTR - Sev1 and Sev2	Sev1 and Sev 2 counts and MTTR

Enterprise Desktop/LAN	Measure
MTTR - Mean Time to Resolution	MTTR

Jason Clarke, Chief Information Officer   Chris Cohan, Chief of Policy and Planning
Jason.Clarke@Delaware.gov   Chris. Cohan@Delaware.gov
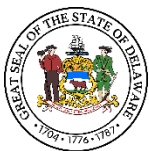
Visit us at DTI.Delaware.gov

Deep Dives

GEAR Field Team

September 2021 Update

GEAR Portfolio

- Raise profile of the many projects -- continuous improvement and other -- planned and active statewide by creating a GEAR Program portfolio

- Incorporate projects documented in GEAR Annual Report

  - Project summary, priority and status

- GFT member agency projects incorporated

- Program portfolio to be kept current throughout year

GEAR Portfolio

- 11 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio

- Project initiatives classified consistent with GEAR Annual Report format

  - Project Health
    - Green — Project performing to plan
    - Yellow — Project experiencing manageable challenges
    - Red — Project experiencing significant issues
    - Gray — Project being assessed or has been withdrawn
    - Blue — Project complete

  - Project Priority
    - 1 — High value/priority
    - 2 — Significant value/priority
    - 3 — Opportunity for consideration

- 102 total projects – 0 projects experiencing issues (red status)

GEAR Portfolio Projects by Project Health

Project Totals
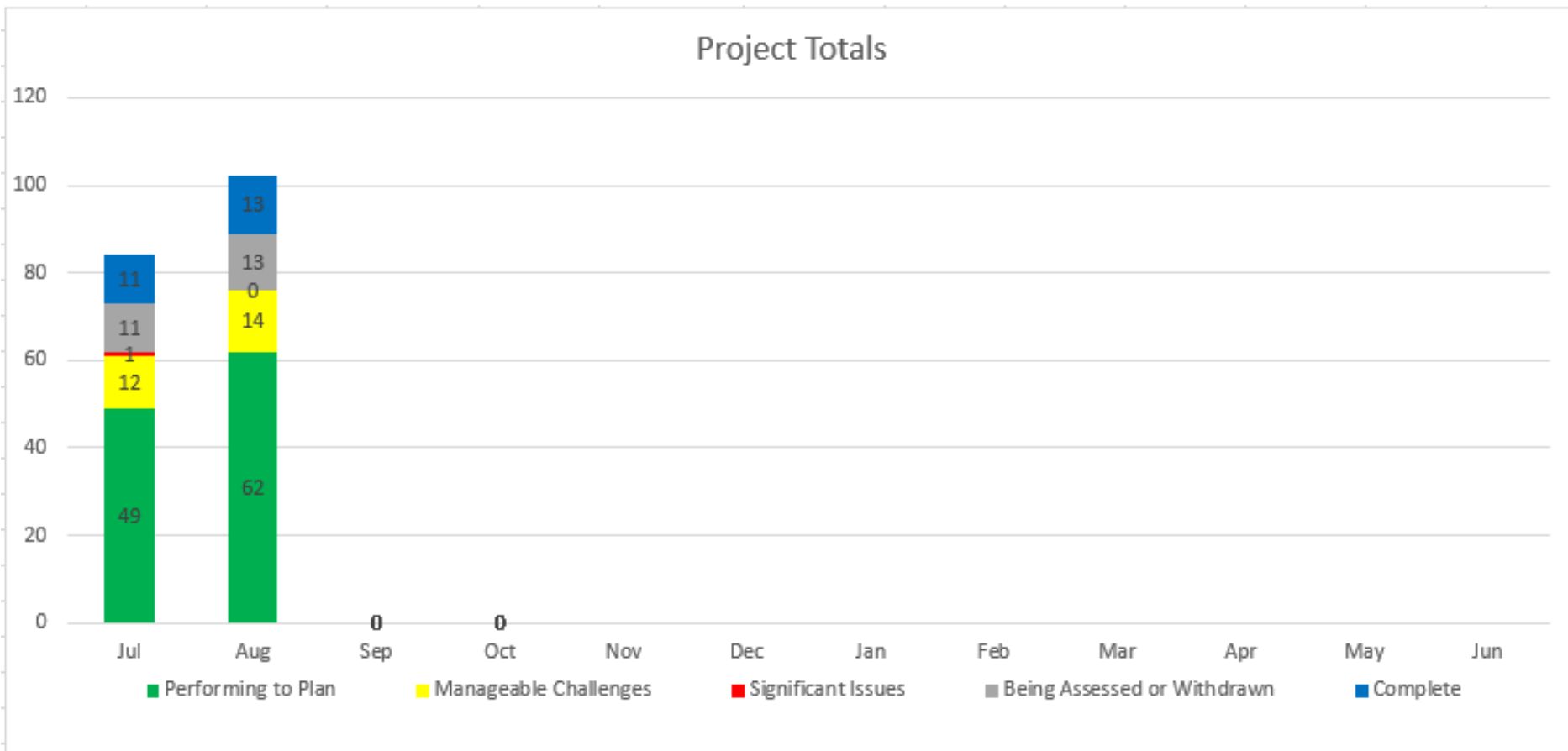
GEAR Portfolio Projects by Organization

- DHSS   19
- DDL   1
- Judicial Branch   8
- DOE   7
- DNREC   9
- DSCYF   2
- ESD*   47
- GEAR P3   3
- GEAR   6

*Enterprise Services Delivery team includes:
- OST
- DOF
- DTI
- DHR
- OMB
- Auditor of Accounts

GFT Project Presentations

1. Environmental Justice

    Martina Johnson, DNREC

2. Psychotropic Medication Advisory Committee (PMAC) Operability

    Melissa Winters, DHSS

3. DHSS DSAAPD Training Revamp

    Rudy Bailey, DHSS

Environmental Justice is the fair treatment and meaningful involvement of all people, regardless of race, color, national origin or income, with respect to the development, implementation and enforcement of environmental laws, regulations and policies; and the equitable access to green spaces, public recreation opportunities and information and data on potential exposures to environmental hazards.

Department of Natural Resources & Environmental Control

Environmental Justice Project

"Environmental Justice is not a task that when we are done, we put it back on the shelf. It is part of the thought process in everything we do. It is important that it is part of our DNA. And we all need to be part of the discussion."

- Secretary Shawn M. Garvin

Environmental Justice: Overview

Create an Environmental Justice Framework that incorporates six objectives:

- Identifies criteria that defines DE environmental areas of concern and incorporates the utilization of quantitative and spatial data for decision making.

- Establishes concrete actions and strategies to improve the integration of environmental justice into DNREC operations.

- Ensures DNREC is engaging communities in the decision-making process on issues that affect or concern them.

- Establishes and expands existing partnerships to further environmental justice.

- Ensures environmental justice considerations are included in all Department natural resources and environmental protection services to minimize disparate and cumulative impacts.

- Establishes Department wide policies and practices that implements environmental justice statewide.

PROJECT CHARTER

1. General Project Information	
Project Name:	Improve DNREC Environmental Justice Efforts and Initiatives
Sponsor(s):	Secretary Shawn Garvin, Deputy Secretary Lisa Borin Ogden
Business Impact of project/Metrics:	This project will produce actions and recommendations to support DNREC's efforts to ensure environmental justice for all communities. These actions and recommendations will address the areas of service, engagement, and outreach.

2. Project Team				
Name		Division	Role	E-mail

Environmental Justice: In Progress

1. Identifies criteria that defines DE environmental areas of concern and incorporates the utilization of quantitative and spatial data for decision making.

    – Identification of Demographic criteria

    – Development of a Delaware Spatial Mapping Tool

2. Establishes concrete actions and strategies to improve the integration of environmental justice into DNREC operations.

    – Departmentwide Environmental Justice Training

    – DNREC Internal EJ Webpage

3. Ensures DNREC is engaging communities in the decision-making process on issues that affect or concern them.

    – External EJ Webpage

    – Stakeholder Outreach Planning

        • Secretary Environmental Justice Advisory Committee

Environmental Justice: Next Steps

- Project Stakeholder Engagement

- Establish and Expand Partnerships

Environmental Justice: Challenges

- Lack of community response to engagement

- Lack of stakeholder buy-in

Environmental Justice: Needs

- Secretary Environmental Justice Advisory Committee Nominees

DHSS / Division of Services for Aging & Adults with Physical Disabilities

Psychotropic Medication Advisory Committee
(PMAC) Operability Project

Dr. Melissa Winters, PsyD

PMAC Operability Project: Overview

- PMAC is an interdisciplinary group of professionals who provide consultation and monitoring of psychotropic medication use in the state run LTC facility

- Model has produced excellent measurable results

- Current project aims to operationalize the program and apply Lean process improvement approaches to sustain its use by creating a more efficient, structured program

- The ultimate goal is to create a manual or guidebook of the program to be distributed to other long-term care facilities in the community

PMAC Operability Project: In Progress

- Exploring a new process based on workflow tracking tools, task delegation, and separation of clinical components vs. regulatory audits
- Clarifying data points needed to expedite data gathering
- Creating Job Breakdown Sheets (JBS) for each committee member
- Using change management techniques to:
  - Establish relationships with new providers
  - Build committee member productivity
  - 4-Blocker updates routinely provided to leadership
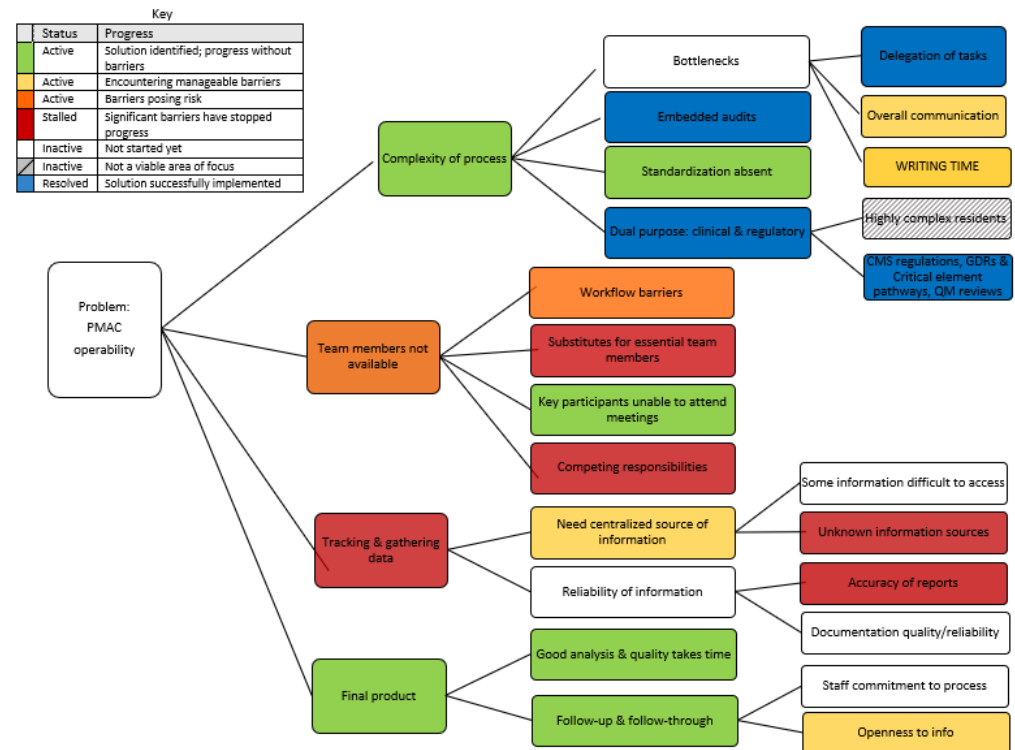
PMAC Operability Project: Next Steps

- Analyze current documentation process integrated into electronic charting system (ECS)

- Assess opportunity for configuration of a potential electronic medical record (EMR) being considered by several Divisions

  - Behavior monitoring documentation practices could be useful for all Divisions who are considering the new EMR system

  - Makes practical and financial sense to request that these documentation practices be built into the system from the start

- Use data management resources to:

  - Improve PMAC efficiency

  - Strengthen reliability of data

  - Provide quality control to minimize potential for errors

PMAC Operability Project: Challenges

Two primary challenges include:

- Team time constraints

- Data (quality, efficient access, reliability, visual display, etc.)

PMAC Operability Project: Needs

- Shared data gathering and reporting resources

- Collaboration to configure electronic medical record system to enter, access, and better utilize data

- Ability to collaborate with private sector partners and other agencies who have done, or are doing, similar work

DSAAPD Training Unit
Re-Organization
Division of Aging Adults w/Physical Disabilities

Process improvement project impacting training services being offered
to division-wide employees

Project Overview

Project	Purpose Rationale for Project	Particulars Targets of Change	People
1. Increase utilization of voluntary training events. 2. Improve the design and delivery of DSAAPD-specific training course offerings and training unit capacity to serve all levels of employees.	Mandatory trainings are based on topics dictated by outside agencies.	1. Attitude toward the importance of training	Division-wide
	Voluntary trainings are underutilized but are just as important and can actually help prevent the need for some mandatory trainings.	2. How topics are chosen and planned	
	Topics covered in voluntary events can build a stronger workforce with increased sense of professional efficacy and a better professional quality of life.	3. Types of trainings offered	
		4. Communication about what's available	

Project in Process
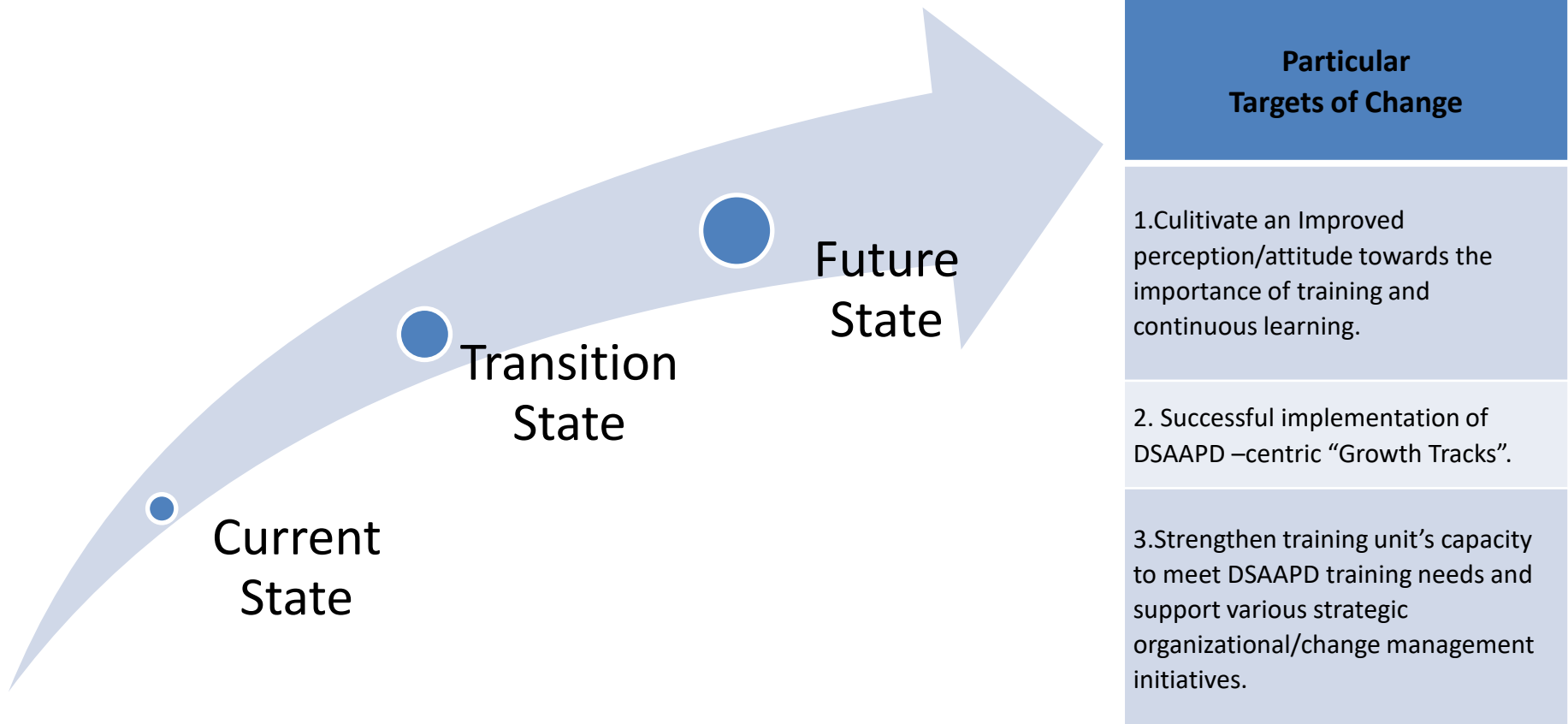
What is being done currently, to advance this project?

- Collaborate with the DSAAPD Planning Unit, Executive Leadership, Supervisors, and staff to design, plan, and implement more meaningful training course offerings.

- A strategic Training workplan has been established with a projected 12 - 24 month timeline.

- Building the "Growth Tracks" training course offerings

- Maintain a Project Plan that includes all tasks, roles, and responsibilities to deliver a successful project outcome.

- Continue to meet with key stakeholders, updating the Project Plan with a deliverables status and communication updates.

Next Steps

What are the next steps in the process to be undertaken (and when are these steps going to be taken)?

Training Revamp Project

RAISE-IT - Reform Alignment & Intrinsic Staff Engagement in Training

Future State

Transition State

Current State

Particular Targets of Change

1. Culitivate an Improved perception/attitude towards the importance of training and continuous learning.

2. Successful implementation of DSAAPD –centric "Growth Tracks".

3. Strengthen training unit's capacity to meet DSAAPD training needs and support various strategic organizational/change management initiatives.

Challenges

What are potential obstacles to the next steps or to the project as a whole?

1) Difficulty with internal staffing due to recent retirements, resignations.
2) Counteracting organizational culture and workflow issues.
3) Acceptance and Implementation across the Division

GEAR Board

What, if anything, does the project need or want from the GEAR Board that will help make this project succeed?

- Awareness - No needs from the GEAR Board

- Implementation responsibility is within the DSAAPD Training Unit to carry forward project goals.
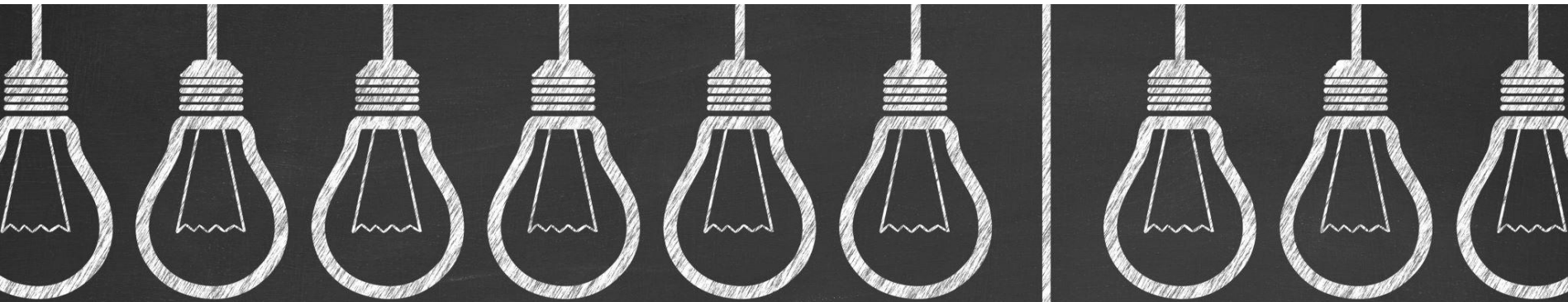
THANKS FOR
LISTENING!

ANY QUESTIONS?

GEAR

- **Open Topics Discussion – Board**

- **Public Comment**

Adjourn

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